

**ECONOMIC DEVELOPMENT AGENCY  
SUMMARY**

<b><u>GENERAL FUND</u></b>	<b><u>Page #</u></b>	<b><u>Appropriation</u></b>	<b><u>Revenue</u></b>	<b><u>Net County Cost</u></b>	<b><u>Staffing</u></b>
ECONOMIC DEVELOPMENT AGENCY	104				
ECONOMIC DEVELOPMENT	106	3,045,214	130,000	2,915,214	14
TOTAL GENERAL FUND		<u>3,045,214</u>	<u>130,000</u>	<u>2,915,214</u>	<u>14</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>	<b><u>Page #</u></b>	<b><u>Appropriation</u></b>	<b><u>Revenue</u></b>	<b><u>Fund Balance</u></b>	<b><u>Staffing</u></b>
ECONOMIC DEVELOPMENT:					
SAN BERNARDINO VALLEY ENTERPRISE ZONE	112	0	0	0	0
COMMUNITY DEVELOPMENT AND HOUSING	114	52,000,681	33,858,606	18,142,075	15
HOUSING SUCCESSOR TO FORMER					
REDEVELOPMENT AGENCY	120	29,595,565	0	29,595,565	0
SUCCESSOR AGENCY TO THE FORMER					
REDEVELOPMENT AGENCY	122	64,591,815	17,372,289	47,219,526	0
WORKFORCE DEVELOPMENT	128	21,620,583	21,620,583	0	114
TOTAL SPECIAL REVENUE		<u>167,808,644</u>	<u>72,851,478</u>	<u>94,957,166</u>	<u>129</u>



## ECONOMIC DEVELOPMENT AGENCY

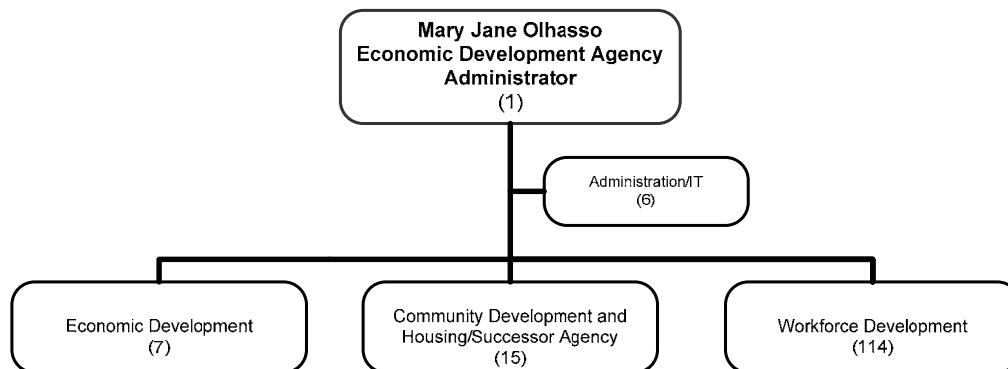
### Mary Jane Olhasso

#### MISSION STATEMENT

*The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2010-11 AND 2011-12 ACCOMPLISHMENTS

- Identified new one-time general fund revenue for the County of San Bernardino estimated at \$4.0 million for 2011-12.
- Developed relationships on behalf of the County with senior level executives nationwide.
- Developed and implemented a plan to dissolve the County's Redevelopment Agency, as required by Assembly Bill X1 26, which was signed by the Governor on June 29, 2011 and upheld by the California Supreme Court on December 29, 2011.
- Developed a plan to construct a catalyst project in a highly visible low income neighborhood utilizing multiple funding streams overseen by different departments.
- Met all state and federal deadlines for all programs and funding within the Economic Development Agency.



**SUMMARY OF BUDGET UNITS**

	2012-13				
	Appropriation	Revenue	Net County Cost	Fund Balance	Over/ (Under) Exp      Staffing
<b>General Fund</b>					
Economic Development	3,045,214	130,000	2,915,214		14
Total General Fund	3,045,214	130,000	2,915,214		14
<b>Special Revenue Funds</b>					
San Bernardino Valley Enterprise Zone	0	0		0	0
Community Development and Housing	52,000,681	33,858,606		18,142,075	15
Housing Successor to the Former Redevelopment Agency	29,595,565	0		29,595,565	0
Successor Agency to the Former Redevelopment Agency	64,591,815	17,372,289		47,219,526	0
Workforce Development	21,620,583	21,620,583		0	114
Total Special Revenue Funds	167,808,644	72,851,478		94,957,166	129
<b>Other Agencies</b>					
Economic and Community Development Corp	92	1		91	0
County Industrial development Authority	49,314	600		48,714	0
Total Other Agencies	49,406	601		48,805	0
<b>Total - All Funds</b>	<b>170,903,264</b>	<b>72,982,079</b>	<b>2,915,214</b>	<b>95,005,971</b>	<b>143</b>

The Agency provides overall administrative support and policy implementation to three departments as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

**NOTE:** The "Other Agencies" units are reported in a separate document. The budget for the Agency is incorporated within the Department of Economic Development's budget unit.



## ECONOMIC DEVELOPMENT

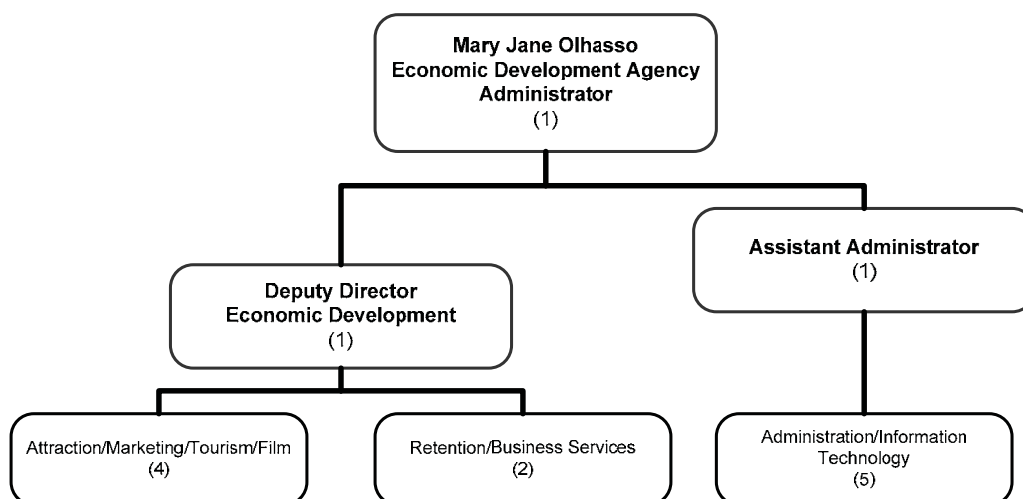
### Mary Jane Olhasso

#### MISSION STATEMENT

*The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.*



#### ORGANIZATIONAL CHART



#### 2010-11 and 2011-12 ACCOMPLISHMENTS

- The department successfully implemented programs to strengthen the County's brand regionally and nationally to site selectors, corporate real estate executives, investors, brokers and other stakeholders through speaking engagements, partnerships, advertising, direct outreach, public relations and further enhancement to the Economic Development Agency's website: [sbcountyadvantage.com](http://sbcountyadvantage.com) and [www.sbcountybuzz.com](http://www.sbcountybuzz.com).
- The department has incorporated the County Vision into the websites, press releases and other related collateral materials.
- The department responded to over 130 inquiries for site selection packages and over 200 inquiries for incentive information and other technical assistance.
- The department successfully launched the County's Domestic Tourism Program with "DiscoverIE" and International Tourism Program. The International Tourism program successfully implemented the familiarization tour of "Route 66 & Beyond" with international travel writers.
- The department successfully executed the State of the County event on February 29, 2012. This event seeks to attract and retain businesses within the County.
- The department began regular meetings with San Bernardino County cities and towns economic development personnel to leverage community strengths and work cooperatively in economic development efforts.



**2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES****GOAL 1: FOSTER JOB CREATION AND IMPROVE THE WELFARE OF COUNTY RESIDENTS.**

*Objective: Identify, attract and facilitate the location and/or relocation of businesses that offer jobs suitable for the job skills available within the County.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of new businesses attracted to the County through the attraction and expansion efforts of the Department of Economic Development.	N/A	202	220	350	400
Number of estimated new jobs created through attraction and expansion efforts.	N/A	N/A	New	5000	6000

The Department of Economic Development's attraction efforts are based primarily on a site selection process. This involves identifying sites that meet the requirements and coordinating site tours with brokers and developers. During this process, other departments including Land Use/Building and Safety, etc., are brought in to ensure a seamless progression of services for the requesting client.

In 2011-12, the Department plans to create an action plan that will position the County to take advantage of key economic development opportunities during the economic recovery. The Department will create collaborative forums with key industry sector leaders and educators to discuss potential technical transfer programs and the potential for creating regional innovation corridors.

To successfully foster job creation, increase private investment and enhance county revenues through retention, attraction and expansion of business, the Department of Economic Development plans to create and develop strong regional relationships with local businesses, cities and chambers of commerce.

**GOAL 2: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION AS A TOURIST DESTINATION AND PROMOTE THE COUNTY AS A VIABLE FILM LOCATION.**

*Objective: Enhance the image of the County as a viable film location and create awareness of the economic benefits of filming in the County through ongoing branding and marketing.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of International/Technical Tour excursions booked to the County.	N/A	N/A	50	50	60
Number of Film Permits issued annually.	N/A	164	164	150	150

The Department of Economic Development, in an effort to build its tourism program, has hired an international tourism development consultant to develop a strategic marketing program that incorporates destination branding; technical tour programming; travel product development and project management to create a sustainable tourism industry for the County. The Department has also hired the Inland Empire Film Commission to promote locations within the County and execute film permits.



## SUMMARY OF BUDGET UNITS

	2012-13				
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp Staffing
<b>General Fund</b>					
Economic Development	3,045,214	130,000	2,915,214		14
Total General Fund	3,045,214	130,000	2,915,214		14
<b>Special Revenue Fund</b>					
San Bernardino Valley Enterprise Zone	0	0		0	0
Total Special Revenue Fund	0	0		0	0
<b>Total - All Funds</b>	3,045,214	130,000	2,915,214	0	14

**5-YEAR APPROPRIATION TREND**

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	7,318,898	3,595,461	3,065,030	3,192,151	3,045,214
San Bernardino Valley Enterprise Zone	392,911	208,967	248,989	248,704	0
<b>Total</b>	<b>7,711,809</b>	<b>3,804,428</b>	<b>3,314,019</b>	<b>3,440,855</b>	<b>3,045,214</b>

**5-YEAR REVENUE TREND**

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	580,000	339,247	201,441	125,000	130,000
San Bernardino Valley Enterprise Zone	101,891	97,498	103,782	104,650	0
<b>Total</b>	<b>681,891</b>	<b>436,745</b>	<b>305,223</b>	<b>229,650</b>	<b>130,000</b>

**5-YEAR NET COUNTY COST TREND**

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	6,738,898	3,256,214	2,863,589	3,067,151	2,915,214
<b>Total</b>	<b>6,738,898</b>	<b>3,256,214</b>	<b>2,863,589</b>	<b>3,067,151</b>	<b>2,915,214</b>

**5-YEAR FUND BALANCE TREND**

	2008-09	2009-10	2010-11	2011-12	2012-13
San Bernardino Valley Enterprise Zone	291,020	111,469	145,207	144,054	0
<b>Total</b>	<b>291,020</b>	<b>111,469</b>	<b>145,207</b>	<b>144,054</b>	<b>0</b>



## Economic Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance county revenues through the implementation of a countywide economic development strategy. The strategy focuses on maximizing the standard of living of the county's residents, providing economic opportunities for the county's businesses, fostering a competitive environment and positioning the county as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering high paying jobs.

#### Budget at a Glance

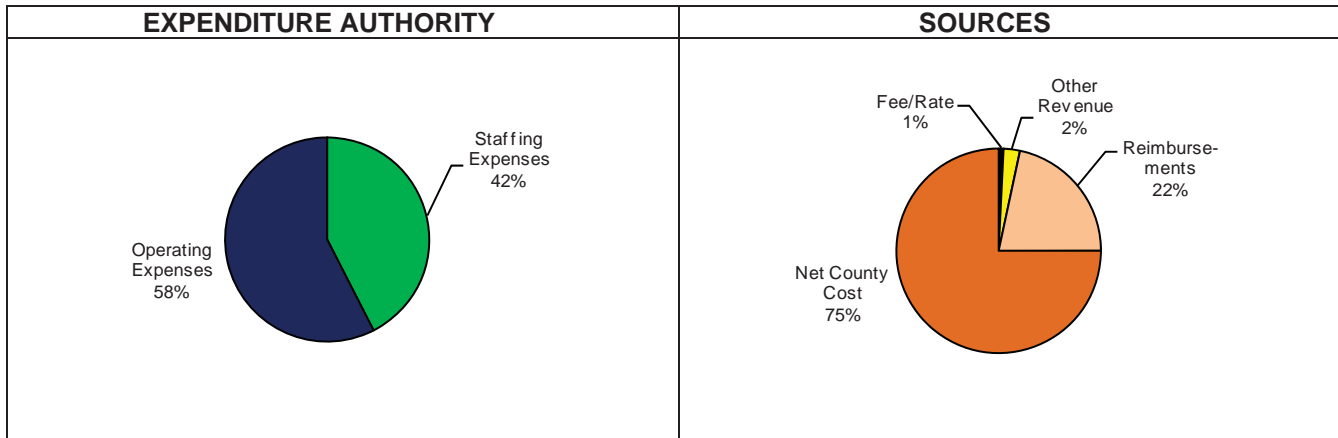
Total Expenditure Authority	\$3,886,355
Total Sources	\$971,141
Net County Cost	\$2,915,214
Total Staff	14
Funded by Net County Cost	75%

The department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- International Trade Services
- Enterprise Zone and Program Management
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to county cities and economic development stakeholders.

### 2012-13 RECOMMENDED BUDGET



## BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended		
Regular	19	16	15	13		
Limited Term	0	0	0	1		
Total	19	16	15	14		
Staffing Expenses	\$1,931,327	\$1,783,666	\$1,783,666	\$1,650,731		

## ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development  
FUND: General

BUDGET UNIT: AAA EDF  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	2,670,061	2,533,189	1,931,327	1,619,746	1,783,666	1,650,731	(132,935)
Operating Expenses	4,007,203	2,735,356	2,187,151	2,291,505	2,412,856	2,235,624	(177,232)
Capital Expenditures	19,998	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,697,262	5,268,545	4,118,478	3,911,251	4,196,522	3,886,355	(310,167)
Reimbursements	(2,079,632)	(1,716,566)	(1,100,675)	(748,826)	(1,004,371)	(841,141)	163,230
Total Appropriation	4,617,630	3,551,979	3,017,803	3,162,425	3,192,151	3,045,214	(146,937)
Operating Transfers Out	0	40,000	0	0	0	0	0
Total Requirements	4,617,630	3,591,979	3,017,803	3,162,425	3,192,151	3,045,214	(146,937)
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	15,351	31,176	33,415	25,000	30,000	5,000
Other Revenue	16,220	20,476	158,865	104,475	100,000	100,000	0
Total Revenue	16,220	35,827	190,041	137,890	125,000	130,000	5,000
Operating Transfers In	500,000	300,000	11,400	0	0	0	0
Total Financing Sources	516,220	335,827	201,441	137,890	125,000	130,000	5,000
Net County Cost	4,101,410	3,256,152	2,816,362	3,024,535	3,067,151	2,915,214	(151,937)
Budgeted Staffing					15	14	(1)

## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.7 million fund 14 budgeted positions. This represents a decrease of approximately \$133,000 from the 2011-12 modified budget due to less staffing.

Operating expenses decreased by approximately \$177,000 primarily due to the elimination of one-time general fund funding of \$125,000.

Reimbursements of \$841,141 were reduced by approximately \$163,000 reflecting a shift in the cost allocation of reimbursable positions and the transfer of one position to the Department of Workforce Development.





## MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of \$2.2 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism); travel and internal transfers out (County Counsel charges, Facilities etc.).

Reimbursements of \$841,141 represent the cost allocation to other EDA departments of Economic Development Agency staff.

Departmental revenue of \$130,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2013.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions, cost increases and program changes in 2012-13 resulted in the deletion of 1 Economic Development Manager position and the transfer of 1 Automated Systems Technician position to the Department of Workforce Development for an estimated savings of \$277,000. These savings were partially offset by the addition of 1 Extra Help position in the 2011-12 Third Quarter Budget Report, to assist with specific economic development projects at an estimated cost of \$40,000.

## 2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	2	0	2	2	0	0	2
Economic Development	6	1	7	6	1	0	7
Administration / Information Technology	5	0	5	5	0	0	5
Total	13	1	14	13	1	0	14

Economic Development Agency	Economic Development	Administration / Information Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrator	1 Deputy Director	2 Staff Analyst II
1 Assistant Administrator	1 Economic Development Manager	1 Automated Systems Analyst
2 Total	3 Economic Dev. Coordinator III	1 Payroll Specialist
	1 Graphic Artist	1 Executive Secretary III
	1 Extra Help-Event Coordinator	5 Total
	7 Total	



## San Bernardino Valley Enterprise Zone

### DESCRIPTION OF MAJOR SERVICES

On August 22, 2006 (Item No. 50), the Board of Supervisors approved a Memorandum of Understanding with the City of Colton, City of San Bernardino, and the Inland Valley Development Agency (IVDA) to fund, manage and describe the jurisdictional responsibilities of the San Bernardino Valley Enterprise Zone (SBVEZ). The SBVEZ is a state designated geographical area that offers local businesses state tax incentives in order to stimulate economic growth in the economically distressed areas of the City of Colton, City of San Bernardino, and the county.

#### Budget at a Glance

Total Expenditure Authority	\$0
Total Sources	\$0
Fund Balance	\$0
Total Staff	0

The San Bernardino Valley Enterprise Zone facilitates economic growth through assistance to local businesses, jurisdictional leadership, public/private collaborations, attraction of new investment, the retention/expansion of existing businesses, and the employment of the most difficult-to-hire workers into private sector jobs.

Major services offered to SBVEZ businesses in 2011-12 include the following:

- Educational workshops on State Tax Credits.
- Employment and training assistance for zone businesses.
- Assistance in accessing and procuring state contracts.
- Processing of employment vouchers to allow businesses that hire qualified individuals to receive the state's hiring tax credits.
- Site selection assistance for new and expanding businesses.
- Permitting assistance for new and expanding businesses.

On September 13, 2011 (Item No. 15), the Board of Supervisors adopted Resolution No. 2011-180 amending the Memorandum of Understanding (Agreement No. 06-937) for the San Bernardino Valley Enterprise Zone ("Zone") to remove the County of San Bernardino as the Zone Manager and designate the City of San Bernardino as the new Zone Manager. The Board also authorized the transfer of any and all unobligated Zone funds to the City of San Bernardino.



## ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development  
 DEPARTMENT: Economic Development  
 FUND: San Bernardino Valley Enterprise Zone

BUDGET UNIT: SYZ EDF  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	403,911	80,650	120,439	144,584	263,805	0	(263,805)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	403,911	80,650	120,439	144,584	263,805	0	(263,805)
Reimbursements	(11,000)	(14,573)	(15,101)	0	(15,101)	0	15,101
Total Appropriation	392,911	66,077	105,338	144,584	248,704	0	(248,704)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	392,911	66,077	105,338	144,584	248,704	0	(248,704)
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	99,337	57,421	102,150	0	102,150	0	(102,150)
Other Revenue	2,554	42,395	2,025	530	2,500	0	(2,500)
Total Revenue	101,891	99,816	104,175	530	104,650	0	(104,650)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	101,891	99,816	104,175	530	104,650	0	(104,650)
Fund Balance					144,054	0	(144,054)
Budgeted Staffing					0	0	0

## BUDGET CHANGES AND OPERATIONAL IMPACT

The changes in appropriation and departmental revenue from the 2011-12 modified budget reflect the transfer of all Zone funds to the City of San Bernardino and a zero budget for the San Bernardino Valley Enterprise Zone budget within the County system for 2012-13.



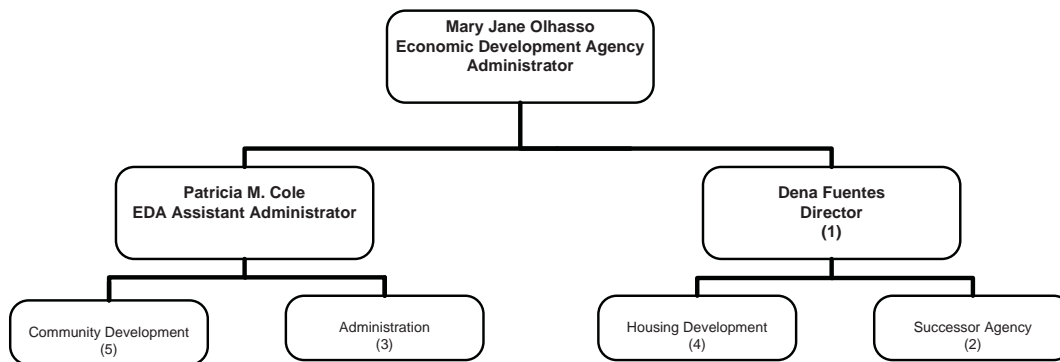
## COMMUNITY DEVELOPMENT AND HOUSING

**Patricia M. Cole (Community Development and Administration)**  
**Dena Fuentes (Housing & Successor Agency)**

### MISSION STATEMENT

*Community Development and Housing is a dynamic team that utilizes experience and knowledge to create and achieve a better quality of life for county residents by providing quality programs and services. In addition, the department incorporates the Housing Successor to the former Redevelopment Agency, which utilizes designated assets to develop new affordable housing units and distribute unobligated funds to the appropriate taxing entities.*

### ORGANIZATIONAL CHART



### 2010-11 AND 2011-12 ACCOMPLISHMENTS

- Provided funding for 256 infrastructure construction projects that were completed or are currently underway.
- Provided funding for implementation and continuation of 239 social service programs that serve the needs of 35,000 county residents.
- Construction and/or rehabilitation of 226 low, moderate or middle income residential units.
- Assisted 180 households through the purchase or repair of owner occupied single family residences.
- Purchased eight (8) foreclosed properties.
- Creation of the Housing Successor and transfer of all housing assets in accordance with the Dissolution Act.
- Commenced planning to develop and implement the Bloomington Community Revitalization Effort with cities of Fontana, Rialto, Land Use Services, Library Services and the Behavioral Health departments. The Agency will leverage limited resources to prepare a community specific plan, install new infrastructure, and develop a mixed use affordable housing and community library development with the goal of stimulating future private economic reinvestment.
- Initiated the Bloomington revitalization effort by purchasing two properties for a future mixed use library and affordable housing development.
- Participate in a joint effort with Preschool Services, Health and Human Services, Workforce Development and the non-profit affordable housing community to create a pilot program assisting affordable housing residents to become financially self-sufficient.



**2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES****GOAL 1: IMPROVE COMMUNITIES IN THE SAN BERNARDINO COUNTY BY FINANCING CONSTRUCTION PROJECTS AND PUBLIC SERVICES.***Objective: Provide for the Health and Social Services needs of county residents.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of county residents benefiting from public service projects.	35,387	33,317	15,000	25,000	21,000

**GOAL 2: ENSURE DEVELOPMENT OF WELL PLANNED, BALANCED, AND SUSTAINABLE COMMUNITIES.***Objective A: Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.**Objective B: Design and implementation of a comprehensive revitalization strategy for the Bloomington area.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of multi-family low, moderate or middle income units provided.	0	75	96	101	135
Number of homes purchased, repaired or rehabilitated for low, moderate and middle income persons.	265	122	160	180	0

**GOAL 3: CREATE 50 REPLACEMENT HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES.***Objective: Enter into real estate agreement for the development of an affordable housing project that will meet the former Redevelopment Agency's replacement housing requirements. Fall of 2012*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of activities taken to meet the replacement housing requirements.	N/A	N/A	New	4	8

**GOAL 4: COMPLY WITH MANDATES OF ASSEMBLY BILL X1 26.***Objective: Develop an asset disposition and/or development plan for the Housing Successor's real property. Fall 2012*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of Housing asset disposition plan developed.	N/A	N/A	New	25%	75%



**SUMMARY OF BUDGET UNITS**

	2012-13				
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp Staffing
<b>Special Revenue Funds</b>					
Community Development and Housing	52,000,681	33,858,606		18,142,075	15
Housing Successor to the Former Redevelopment Agency	29,595,565	0		29,595,565	0
Total Special Revenue Funds	81,596,246	33,858,606		47,737,640	15

<b>5-YEAR APPROPRIATION TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	50,040,727	42,326,556	42,021,486	75,202,782	52,000,681
Housing Successor to the Former Redevelopment Agency	0	0	0	0	29,595,565
<b>Total</b>	<b>50,040,727</b>	<b>42,326,556</b>	<b>42,021,486</b>	<b>75,202,782</b>	<b>81,596,246</b>

<b>5-YEAR REVENUE TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	33,447,531	23,422,053	24,926,121	56,058,843	33,858,606
Housing Successor to the Former Redevelopment Agency	0	0	0	0	0
<b>Total</b>	<b>33,447,531</b>	<b>23,422,053</b>	<b>24,926,121</b>	<b>56,058,843</b>	<b>33,858,606</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	16,593,196	18,904,503	17,095,365	19,143,939	18,142,075
Housing Successor to the Former Redevelopment Agency	0	0	0	0	29,595,565
<b>Total</b>	<b>16,593,196</b>	<b>18,904,503</b>	<b>17,095,365</b>	<b>19,143,939</b>	<b>47,737,640</b>



## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

The Department of Community Development and Housing (CDH) seeks to better the quality of life for the residents of the San Bernardino County by providing community and housing development resources. CDH administers the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME), Neighborhood Initiative Program (NIP) and Neighborhood Stabilization Program (NSP).

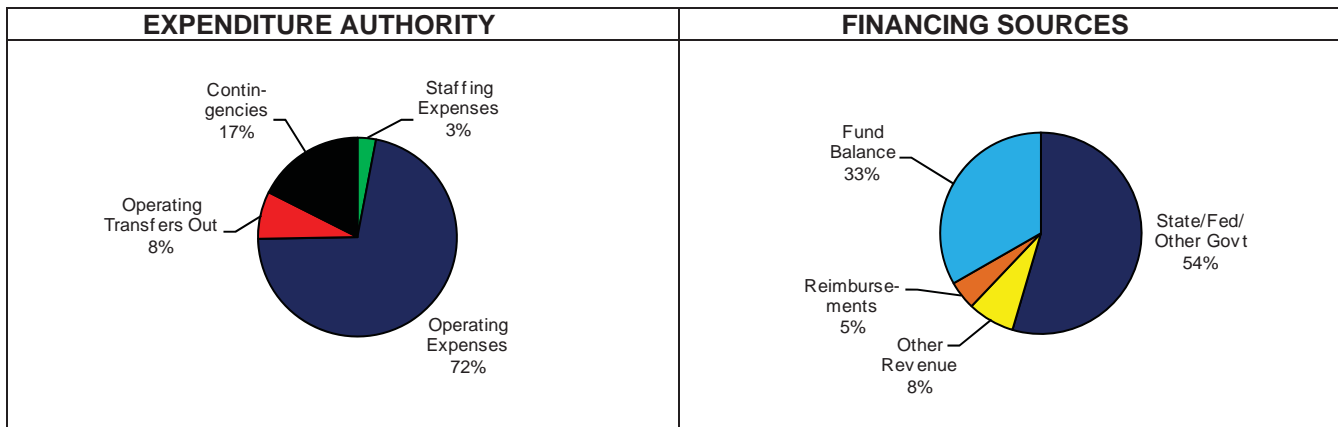
#### Budget at a Glance

Total Expenditure Authority	\$54,512,831
Total Sources	\$36,370,756
Fund Balance	\$18,142,075
Total Staff	15

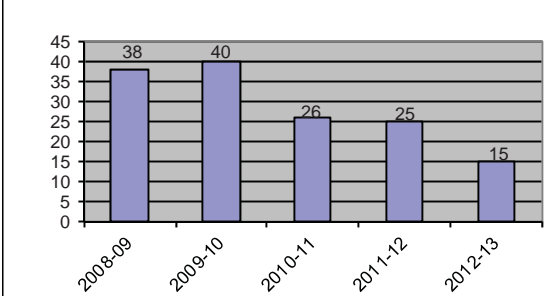
There are two major changes to the programs for fiscal year 2012-13. First, the funding for several Department of Housing and Urban Development (HUD) funded programs will be completed by September 2012 and will not be refunded for future years. These programs include: the one-time Neighborhood Initiative Special Grant (NISG) for the purchase of foreclosed properties, the American Recovery and Reinvestment Act (CDBG-R), and the Housing Preservation and Rapid Re-housing Program (HPRP). Second, the Emergency Solutions Grant (ESG), previously known as the Emergency Shelter Grant, will be more flexible in preventing and responding to rapid re-housing needs to homeless individuals. Veterans and other individuals who are either at risk, or who become homeless, may receive assistance under this program.

In February 2012, the department incorporated the Housing Successor to the former Redevelopment Agency of the County of San Bernardino. In response to the California State Assembly Bill 1X 26, the old redevelopment fund structure was carried over to the Housing Successor to wind down housing redevelopment activities. The Housing Successor is responsible for performing the housing functions of the former Redevelopment Agency and retains all rights, power, duties and obligations. All new housing units must meet affordability and monitoring requirements.

### 2012-13 RECOMMENDED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended					
Regular	26	25	25	14					
Limited Term	0	0	0	1					
Total	26	25	25	15					
Staffing Expenses	\$2,442,861	\$2,005,654	\$2,005,654	\$1,640,490					

**ANALYSIS OF 2012-13 RECOMMENDED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Community Development and Housing  
FUND: Community Development and Housing

BUDGET UNIT: Various  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	2,565,090	2,608,966	2,442,861	1,925,624	2,005,654	1,640,490	(365,164)
Operating Expenses	15,186,062	25,016,165	18,202,562	24,250,638	68,290,606	39,093,096	(29,197,510)
Capital Expenditures	19,998	28,775	0	2,653,889	4,320,000	0	(4,320,000)
Contingencies	0	0	0	0	0	9,564,061	9,564,061
Total Exp Authority	17,771,150	27,653,906	20,645,423	28,830,151	74,616,260	50,297,647	(24,318,613)
Reimbursements	(2,062,741)	(1,719,231)	(1,567,356)	(2,078,515)	(2,182,003)	(2,512,150)	(330,147)
Total Appropriation	15,708,409	25,934,675	19,078,067	26,751,636	72,434,257	47,785,497	(24,648,760)
Operating Transfers Out	298,775	627,762	3,269,326	2,125,321	2,768,525	4,215,184	1,446,659
Total Requirements	16,007,184	26,562,437	22,347,393	28,876,957	75,202,782	52,000,681	(23,202,101)
<b>Departmental Revenue</b>							
Taxes	11,717	29,479	570	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	12,831,672	18,409,390	19,275,623	27,066,713	52,521,381	29,739,815	(22,781,566)
Fee/Rate	2,820	1,657	14,563	7,234	0	0	0
Other Revenue	4,044,511	5,610,805	5,072,942	801,146	3,537,462	3,818,791	281,329
Total Revenue	16,890,720	24,051,331	24,363,698	27,875,093	56,058,843	33,558,606	(22,500,237)
Operating Transfers In	0	0	907	0	0	300,000	300,000
Total Financing Sources	16,890,720	24,051,331	24,364,605	27,875,093	56,058,843	33,858,606	(22,200,237)
Fund Balance					19,143,939	18,142,075	(1,001,864)
Budgeted Staffing					25	15	(10)

**BUDGET CHANGES AND OPERATIONAL IMPACT**

As a result of significant funding reductions, the department has a net decrease in staffing costs of approximately \$365,000 due to the elimination of 14 positions, offset by the addition of 3 Successor Agency positions and 1 Extra Help Returning Retiree position. These staffing changes resulted in a major reorganization of the department and the elimination of a number of programs.

Operating expenses and capital expenditures decreased by a total of \$33.5 million due primarily to the use of one-time funding for projects completed in 2011-12 and the shift of \$9.6 million to contingencies for funding of future projects.





Reimbursements increased by approximately \$300,000 primarily due to the reimbursements from the Successor Agency allocated staff costs.

Operating transfers out increased by \$1.5 million as a result of additional projects assigned to other County departments, including Architecture and Engineering, for construction.

Departmental revenue for 2012-13 has been decreased by \$16.0 million as a result of the federal allocation for the CDGB and HOME programs being reduced by 10% and 30% respectively, resulting in the elimination of various program elements. Additionally, revenue decreased by \$6.0 million due to the completion of a number of one-time grant-funded projects including NISG (\$1.0 million), CDBG-R (\$2.0 million) and HPRP (\$3.0 million).

### MAJOR EXPENDITURES AND REVENUE INCLUDED IN 2012-13 RECOMMENDED BUDGET

Operating expenses and operating transfers out, of \$43.0 million, relate primarily to infrastructure construction projects and community development programs funded by the department, including rehabilitation of low, moderate or middle income residential units.

Contingencies represent allocated federal funding for multi-year projects where funds will be disbursed in future fiscal years.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions in 2012-13 resulted in the deletion of 14 positions; 1 Staff Analyst II, 1 Contract ECD CDBG Consultant, 5 ECD Technicians, 1 Housing Cost Estimator, 3 Office Assistant III, 1 Real Estate Specialist, 1 Supervising Fiscal Specialist and 1 Supervising ECD Analyst. This reduction in staff resulted in major restructuring and consolidation of functions within the department.

Three positions from the former Redevelopment Agency were added into the CDH 2012-13 budget to support the consolidated housing functions and handle the workload related to the Successor Agency of the County of San Bernardino Redevelopment Agency. The 2011-12 Third Quarter Budget Report added 1 Extra Help position to help with the workload of winding down programs that have been eliminated.

The dissolution of the Redevelopment Agency (RDA) resulted in 3 RDA positions being transferred to the Department of Community Development and Housing.

### 2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Community Development	5	0	5	5	0	0	5
Housing Development	4	1	5	5	0	0	5
Administration	3	0	3	3	0	0	3
Successor Agency	2	0	2	2	0	0	2
Total	14	1	15	15	0	0	15

Community Development	Housing Development	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Supervising ECD Analyst	1 Director	1 Administrative Supervisor II
3 Economic Development Analyst II	1 Deputy Director	1 Executive Secretary II
1 Economic Development Technician	1 Economic Development Analyst II	1 Fiscal Specialist
5 Total	1 Housing Cost Estimator	3 Total
	1 PSE - Returning Retiree	
	5 Total	
<b>Successor Agency</b>		
<u>Classification</u>		
1 Deputy Director		
1 Staff Analyst II		
2		



## Housing Successor to the Former Redevelopment Agency

### DESCRIPTION OF MAJOR SERVICES

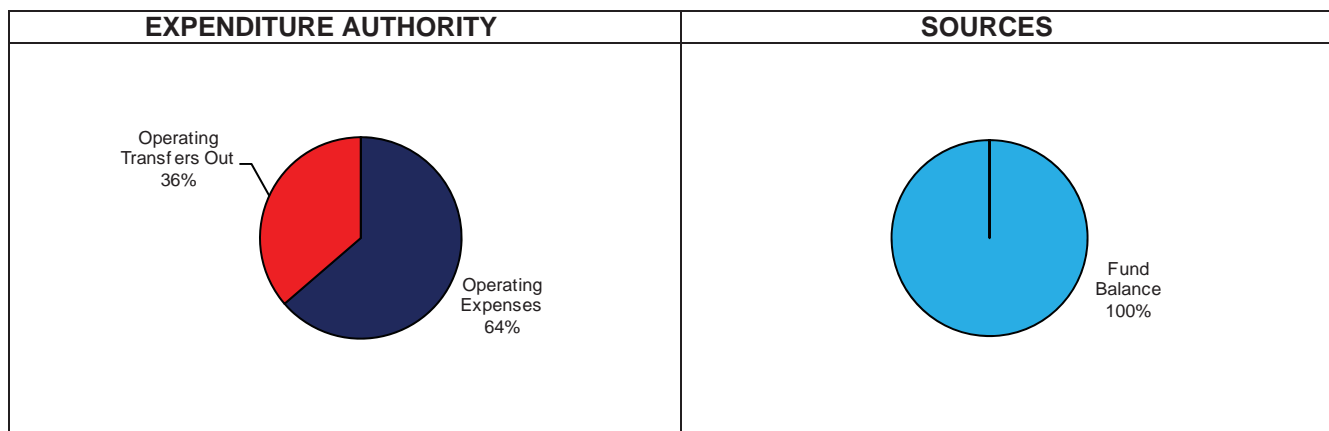
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012 and mandates all unobligated funds be distributed to the appropriate taxing entities.

#### Budget at a Glance

Total Expenditure Authority	\$29,595,565
Total Sources	\$0
Fund Balance	\$29,595,565
Total Staff	0

The Housing Successor retained the former redevelopment agency's rights, power, duties and obligations. The former redevelopment agency purchased a variety of low and moderate income single family homes as part of a site assemblage program to remove incompatible uses within a heavy industrial area. The Housing Successor is responsible for replacing 50 units for Low-Moderate Income families. The Housing Successor, in concert with the Department of Community Development and Housing is leveraging housing and federal funds to initiate a major revitalization effort in the Bloomington community. The funds to finance the replacement of this statutory obligation are allocated through the Recognized Obligation Payment Schedule and approved by the County of San Bernardino's Successor Agency and Oversight Board.

### 2012-13 RECOMMENDED BUDGET



**ANALYSIS OF 2012-13 RECOMMENDED BUDGET**

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Housing Successor

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	203,722	0	18,841,538	18,841,538
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	203,722	0	18,841,538	18,841,538
Reimbursements	0	0	0	(141,350)	0	0	0
Total Appropriation	0	0	0	62,372	0	18,841,538	18,841,538
Operating Transfers Out	0	0	0	997,016	0	10,754,027	10,754,027
Total Requirements	0	0	0	1,059,388	0	29,595,565	29,595,565
<b>Departmental Revenue</b>							
Taxes	0	0	0	1,140,600	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	108,660	0	0	0
Total Revenue	0	0	0	1,249,260	0	0	0
Operating Transfers In	0	0	0	29,405,693	0	0	0
Total Financing Sources	0	0	0	30,654,953	0	0	0
Fund Balance					0	29,595,565	29,595,565
Budgeted Staffing					0	0	0

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The Housing Successor is a newly created budget unit partially replacing the former Redevelopment Agency. Previous budgets for the Redevelopment Agency contained four budget units, one for each project area. The Housing Successor consolidates the housing portions of these previous budget units into one new budget unit.

**MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET**

Operating expenses of \$18.8 million include unobligated bond proceeds of \$12.7 million, transfers for replacement housing of \$4.9 million and general fund loan repayment of \$1.2 million.

Operating transfers out of \$10.8 million represents available fund balance.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

This budget unit contains no direct staffing costs. The staffing for the Housing Successor is comprised of three positions, budgeted within Community Development and Housing (CDH). The Housing Successor will reimburse CDH for staffing costs based upon time studies.



## SUCCESSOR AGENCY TO THE COUNTY OF SAN BERNARDINO REDEVELOPMENT AGENCY Dena Fuentes

### MISSION STATEMENT

***Successor Agency manages the dissolution of the former Redevelopment Agency of the County of San Bernardino in a fiscally responsible manner that ensures that the ongoing liabilities are respected and the assets are sold in such a manner that benefits the taxing entities.***



### 2010-11 AND 2011-12 ACCOMPLISHMENTS

- Created the Successor Agency in accordance with the Supreme Court deadlines.
- Transferred the housing assets to the Housing Successor.
- Submitted the Enforceable Obligations Schedule and Draft Recognized Obligation Schedules in accordance with the Dissolution Act within the very limited timeframes set forth by the Supreme Court.
- Established the County of San Bernardino's Oversight Board.
- Conducted a series of Oversight Board and Successor Agency meetings to review and approve the Recognized Obligations Payment Schedules and proposed administrative budget.
- Created new budgetary authorities and accounts.
- Obtained approval to continue to fund three important capital projects totaling \$10.7 million and a replacement housing project commitment of \$4.9 million.



## 2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: TO COMPLY WITH THE MANDATES OF ASSEMBLY BILL X1 26.

*Objectives: Complete a Dissolution Finance Plan, Create and implement an Asset Disposition Plan and Ensure that the Recognized Obligation Payment Schedule for January through June 2012 is approved by the Successor Agency, Oversight Board and Department of Finance.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of dissolution activities completed to meet required deadlines.	N/A	N/A	New	4	8

### GOAL 2: TO WORK TOWARD COMPLETION OF CAPITAL PROJECTS APPROVED BY THE DEPT OF FINANCE.

*Objective: Work toward completing the capital projects; I-10 at Cherry Avenue Interchange, Cherry Avenue Widening and San Bernardino Avenue Improvements.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of capital projects completed.	N/A	N/A	New	40%	50%



**SUMMARY OF BUDGET UNITS**

	2012-13				
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp    Staffing
<b><u>Special Revenue Fund</u></b>					
Successor Agency to the County of San Bernardino Redevelopment Agency	64,591,815	17,372,289		47,219,526	0
Total Special Revenue Fund	64,591,815	17,372,289		47,219,526	0

<b>5-YEAR APPROPRIATION TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	64,591,815
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,591,815</b>

<b>5-YEAR REVENUE TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	17,372,289
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,372,289</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	47,219,526
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,219,526</b>



## Successor Agency to the County of San Bernardino Redevelopment Agency

### DESCRIPTION OF MAJOR SERVICES

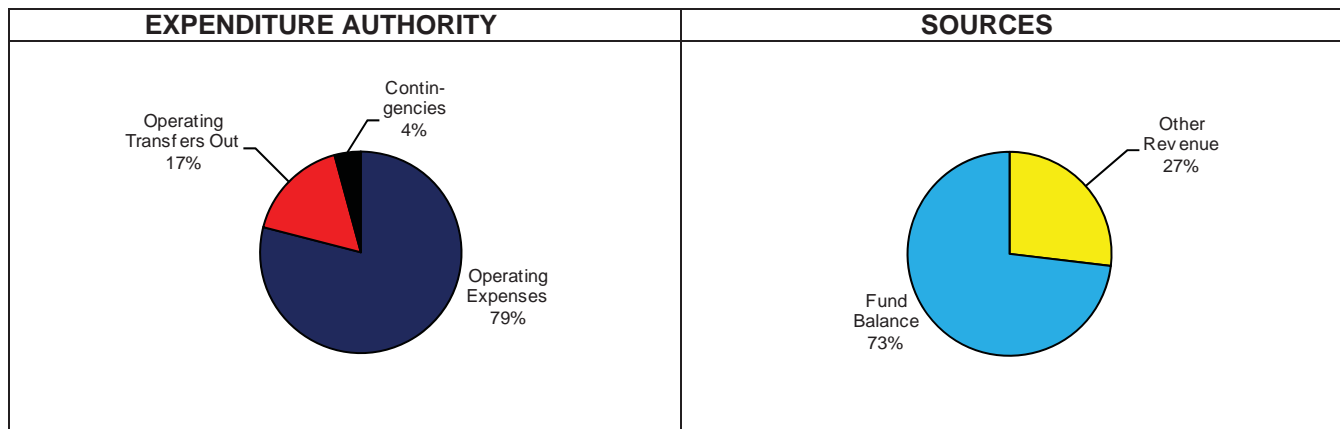
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011, the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

#### Budget at a Glance

Total Expenditure Authority	\$64,591,815
Total Sources	\$17,372,289
Fund Balance	\$47,219,526
Total Staff	0

Provide support to the Successor Agency and the Oversight Board in managing the dissolution of the former redevelopment agency. This includes the payment of all outstanding enforceable obligations, preparing and adopting the Recognized Obligation Payment Schedules, completing the bond funded projects within the former redevelopment project areas, disposing of agency assets, and developing a Dissolution Financing Plan.

### 2012-13 RECOMMENDED BUDGET



## ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Successor Agency  
FUND: Successor Agency

BUDGET UNIT: Various  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	5,800,304	0	51,045,845	51,045,845
Capital Expenditures	0	0	0	898,962	0	0	0
Contingencies	0	0	0	0	0	2,715,000	2,715,000
Total Exp Authority	0	0	0	6,699,266	0	53,760,845	53,760,845
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	6,699,266	0	53,760,845	53,760,845
Operating Transfers Out	0	0	0	0	0	10,830,970	10,830,970
Total Requirements	0	0	0	6,699,266	0	64,591,815	64,591,815
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	51,204,670	0	10,425,900	10,425,900
Total Revenue	0	0	0	51,204,670	0	10,425,900	10,425,900
Operating Transfers In	0	0	0	2,714,122	0	6,946,389	6,946,389
Total Financing Sources	0	0	0	53,918,792	0	17,372,289	17,372,289
Fund Balance					0	47,219,526	47,219,526
Budgeted Staffing					0	0	0

## BUDGET CHANGES AND OPERATIONAL IMPACT

The Successor Agency is a newly created budget unit partially replacing the former Redevelopment Agency. Previous budgets for the Redevelopment Agency have contained four budget units, one for each project area. The Successor Agency consolidates the non-housing portions of these previous budget units into one new budget unit.

## MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of \$51.0 million include services and supplies, central services, travel, debt service payments and payments to other County departments for services rendered. These expenses include project costs of \$15.8 million, bond debt service of \$6.8 million, prior pass-through payments of \$2.8 million, repayment to the Housing Successor of \$2.7 million as well as available fund balance.

Contingencies of \$2.7 million represent General Fund loan proceeds for the Cedar Glen project area not released by the board.

Operating transfers out and operating transfers in of \$6.8 million represent funds transferred from the operating funds to the debt service funds where the bond payment is made. Additionally operating transfers out include available fund balance for the operating funds.

Departmental revenue of \$17.3 million includes funding from Redevelopment Property Tax Trust Fund (RPTTF) as established by Assembly Bill X1 26.

Due to the close out of the Redevelopment Agency, only expenditures reported on the Recognized Obligation Payment Schedules (ROPS), subject to the California Department of Finance approval, are reported in the budget unit. Revenue is provided through the RPTTF limited by the requirements of the ROPS and the property tax increment generated in the former project areas.





## STAFFING CHANGES AND OPERATIONAL IMPACT

This budget unit contains no direct staffing costs. The Successor Agency is staffed by positions budgeted within Community Development and Housing (CDH). The Successor Agency will reimburse CDH for staffing costs based upon time studies.

The dissolution of the Redevelopment Agency (RDA) resulted in all 9 RDA positions being transferred to the Department of Community Development and Housing. As part of the clean-up process, 6 positions are being deleted in the 2012-13 budget, 5 Development Specialist positions and 1 Executive Secretary position and the remaining 3 positions are added into the CDH 2012-13 budget..



## WORKFORCE DEVELOPMENT

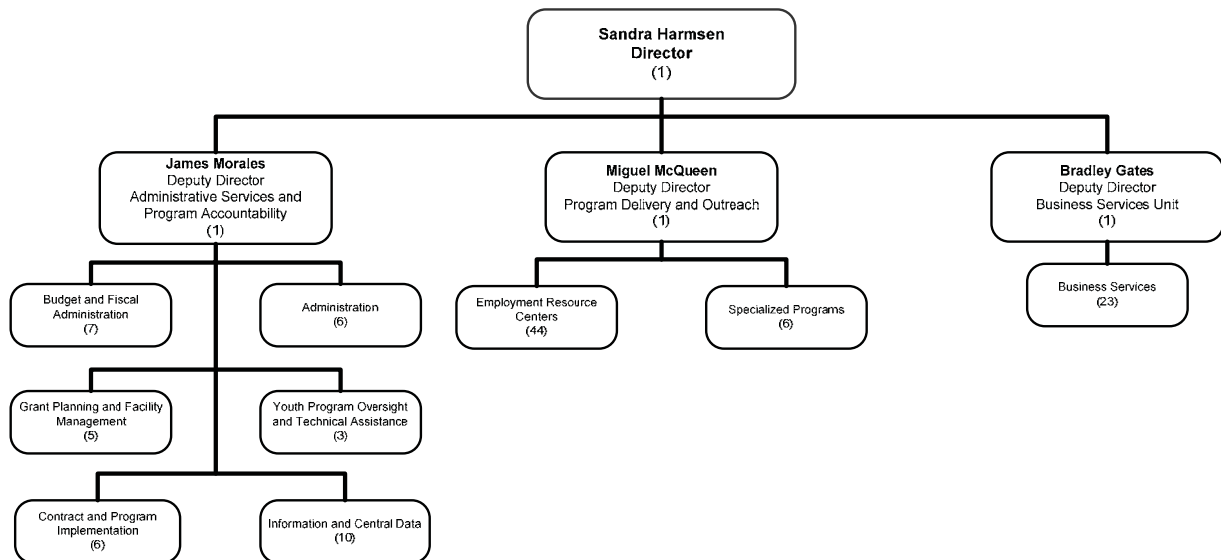
### Sandra Harmsen

#### MISSION STATEMENT

*The Workforce Development Department serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.*



#### ORGANIZATIONAL CHART



#### 2010-11 and 2011-12 ACCOMPLISHMENTS

- Met or exceeded federal and state performance standards under the Workforce Investment Act Adult and Youth Programs.
- Enrolled 3,456 county residents into certified training programs.
- Posted 24,528 job openings in the Workforce Investment Network.
- Assisted 945 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Referrals for On-the-Job Training positions resulted in 456 executed contracts.
- Performed 31 Rapid Response on-site visits, assisted 3,876 affected by layoffs.
- Received two (2) National Association of Counties (NACo) awards for collaboration to provide training for in-home caregivers and for a summer youth employment program.
- Launched the Workforce Access Matrix in partnership with the Alliance for Education to link unfilled jobs to local training institutions.
- Launched [www.sbcountyjobops.com](http://www.sbcountyjobops.com) to help youth connect with workforce programs career opportunities.
- Aligned Workforce Investment Board Strategic Plan with Countywide Vision.
- Established and funded business support programs to provide layoff aversion to struggling companies through specialized services and expertise in process improvement strategies.
- Participated with the County Sheriff's Department and multiple stakeholders under the New Start program to serve pre-release inmates to enable parolees to find employment and reestablish themselves. The County's New Start has one of the highest reported job placement rates for this program in the state.



- Partnered with multiple departments and agencies to provide workforce services to job seekers including, Preschool Services to provide training and employment services to parents of children enrolled in the Head Start program; Department of Aging and Adult Services to address job and readiness skills; Department of Behavioral Health to recruit licensed health workers to address local mental health services needs, to provide job readiness skills, and summer employment experience to foster youth; Transitional Assistance Department to provide job referral services to their clients; Probation Department under the Gateway program to counsel and provide job readiness skills to youth; Department of Veterans Affairs and other stakeholders to help veterans build careers through customized vocational training programs including green industry sectors; and Riverside County to develop targeted strategies in delivering local workforce services.

## 2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED.

*Objective: Provide Workforce Investment Act (WIA) Services to County residents.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of County resident enrollments.	24,379	23,327	23,000	22,660	21,000

This objective was selected based on the role the department plays in the overall Countywide vision and economic development strategies of the county and the Economic Development Agency. This objective was influenced by federal and state mandated performance outcomes and funding levels made available from the department's primary funding source. The Workforce Development Department (WDD) has provided employment services and assistance to over 22,000 county residents who are seeking employment and training opportunities and resources. These resources are made available across the designated county region and outlying areas by way of Employment Resource Centers located throughout the county. The 2012-2013 target is slightly reduced as service demand is expected to wane in response to changing economic climate.

### GOAL 2: INCREASE AWARENESS IN THE BUSINESS COMMUNITY OF THE SERVICES AVAILABLE THROUGH WORKFORCE DEVELOPMENT DEPARTMENT.

*Objective A: Increase number of businesses contacted by staff by 10%.*

*Objective B: Make presentations at chamber of commerce functions, job fairs and business events and coordinate business-related workshops.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of businesses contacted.	4,339	2,876	3,164	3,381	3,719

In 2011-12 WDD held a series of workshops for businesses which focused on creating, maintaining and growing jobs in the county. Experts conducting the workshops provided information on marketing techniques, reducing operating costs and increasing sales revenues. During the year, 945 businesses attended these workshops. WDD also provided layoff aversion services to local businesses through contracted business advisors who provided customized business and process improvement plans, resulting in 480 retained jobs. In 2012-13, WDD plans to continue to develop and provide workshops that are responsive to the needs of local businesses and to participate in regional education/business collaborations to identify the training needs of the business community.



**GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.**

*Objective A: Participate in regular meetings of stakeholders to align strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.*

*Objective B: Diversify funding sources available for demand driven training services to include sources other than WIA funding.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
3A. Number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	6	6	6	6	6
3B. Number of new funding sources available for demand driven training services to include sources other than WIA allocation from the Department of Labor.	5	5	2	5	3

WDD understands its role to provide support to residents and businesses in San Bernardino County by working to develop a well-trained workforce that meets the demand of local businesses and enhances the potential for future development. WDD has partnered with other counties, cities and educational institutions for a regional approach to identify business needs and areas of growth. WDD will continue to strengthen existing and forge new partnerships and will aggressively seek additional funding sources to continue to provide targeted training for the County's workforce to enhance the competitiveness of local businesses.

## SUMMARY OF BUDGET UNITS

	2012-13				
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp    Staffing
<b>Special Revenue Fund</b>					
Workforce Development	21,620,583	21,620,583		0	114
Total Special Revenue Fund	21,620,583	21,620,583		0	114

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	12,493,181	25,318,326	23,471,089	25,381,184	21,620,583
<b>Total</b>	<b>12,493,181</b>	<b>25,318,326</b>	<b>23,471,089</b>	<b>25,381,184</b>	<b>21,620,583</b>

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	12,529,260	25,452,708	23,692,723	24,937,759	21,620,583
<b>Total</b>	<b>12,529,260</b>	<b>25,452,708</b>	<b>23,692,723</b>	<b>24,937,759</b>	<b>21,620,583</b>

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	(36,079)	(134,382)	(221,634)	443,425	0
<b>Total</b>	<b>(36,079)</b>	<b>(134,382)</b>	<b>(221,634)</b>	<b>443,425</b>	<b>0</b>



## Workforce Development

### DESCRIPTION OF MAJOR SERVICES

The Workforce Development Department (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. The department's Employment Resource Centers provide services that are delivered to job seekers and businesses throughout the county. These Centers are strategically placed in three of the county's economic regions. In addition, services are provided through two additional State of California Workforce Services Centers. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, and assisting businesses with outreach services, recruitment efforts and retention.

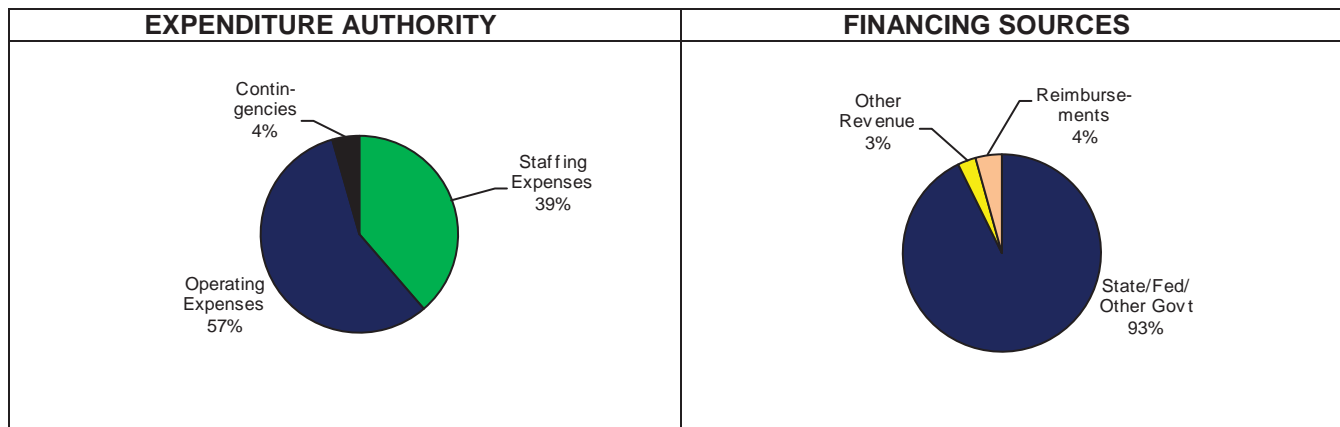
#### Budget at a Glance

Total Expenditure Authority	\$22,591,140
Total Sources	\$22,591,140
Fund Balance	\$0
Total Staff	114

In a strategic decision to bolster the county's employers, a portion of federal dollars is dedicated to fund business support programs. Support is provided to employers in danger of closing by a Business Resource Team (BRT). The BRT is made up of individuals who meet with businesses throughout the County to provide recruitment and job training assistance, disseminate information, solve problems, and identify economic issues. The BRT matches struggling companies on the verge of closing with experts in process improvement strategies. Understanding that increased employment opportunities enhance the quality of life for residents, WDD supports the countywide vision and strives to ensure that the needs of local businesses are met by providing them with a skilled workforce.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB's focus has been on demand industry sectors, and the WIB has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

### 2012-13 RECOMMENDED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended					
Regular	99	99	99	100					
Limited Term	35	6	15	14					
Total	134	105	114	114					
Staffing Expenses	\$8,818,615	\$7,944,006	\$8,101,560	\$8,736,457					

**ANALYSIS OF 2012-13 RECOMMENDED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Workforce Development  
FUND: Workforce Development

BUDGET UNIT: SAC JOB  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
<b>Appropriation</b>							
Staffing Expenses	5,339,336	6,970,256	8,818,615	7,682,676	8,101,560	8,736,457	634,897
Operating Expenses	9,633,316	21,773,447	26,303,948	16,846,768	16,383,304	12,854,683	(3,528,621)
Capital Expenditures	89,324	37,077	45,000	0	0	0	0
Contingencies	0	0	2,305,114	0	1,917,954	1,000,000	(917,954)
Total Exp Authority	15,061,976	28,780,780	37,472,677	24,529,444	26,402,818	22,591,140	(3,811,678)
Reimbursements	(632,687)	(3,193,298)	(10,207,088)	(2,199,047)	(1,021,634)	(970,557)	51,077
Total Appropriation	14,429,289	25,587,482	27,265,589	22,330,397	25,381,184	21,620,583	(3,760,601)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	14,429,289	25,587,482	27,265,589	22,330,397	25,381,184	21,620,583	(3,760,601)
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	13,683,468	24,824,100	27,017,198	20,895,012	24,473,940	20,948,000	(3,525,940)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	486,602	548,449	470,025	991,960	463,819	672,583	208,764
Total Revenue	14,170,070	25,372,549	27,487,223	21,886,972	24,937,759	21,620,583	(3,317,176)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,170,070	25,372,549	27,487,223	21,886,972	24,937,759	21,620,583	(3,317,176)
Fund Balance					443,425	0	(443,425)
Budgeted Staffing					114	114	0

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Staffing expenses has a net increase of approximately \$635,000 from the 2011-12 modified budget, and reflects the addition of contract staffing in the second quarter budget adjustment report. The department had adequate appropriation in the 2011-12 budget, due to vacancies, to cover the cost of the additional positions. The additions enable the department to participate in the AB109 Public Safety Realignment Plan which extends employment services to 'low risk' parolees.

Operating expenses decreased by \$3.5 million due to the completion of multiple grant funded projects. In addition, contingencies also decreased by approximately \$900,000 due to the programming of the second year of services.



Departmental revenue decreased by \$3.3 million reflecting the completion of projects associated with one-time funding.

## MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of \$8.7 million fund 114 budgeted positions.

Operating expenses of \$12.9 million include direct program services to clients of \$9.0 million and costs associated with the department's three Employment Resource Centers such as rent, computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; county vehicle usage.

Reimbursements of \$1.0 million represent payments from other departments for program services provided through various Memoranda of Understanding.

State, federal, or government aid of \$20.9 million represents funding the department receives from various state and federal allocations and competitive grants.

## STAFFING CHANGES AND OPERATIONAL IMPACT

In 2012-13, the department will delete a Contract Fiscal Specialist and Contract Staff Analyst I position, reflecting completion of associated projects. Additionally, an Automated Systems Technician position was transferred from the Economic Development Agency to align the position with the workload. In the 2011-12 Third Quarter Budget Report, an Extra Help position was added to assist with existing projects and workload.

## 2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	3	2	5	5	0	0	5
Administrative Services	31	3	34	26	8	0	34
Program Delivery and Outreach	42	9	51	48	3	0	51
Business Services Unit	24	0	24	22	2	0	24
Total	100	14	114	101	13	0	114

Executive Office	Administrative Services	Program Delivery and Outreach
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Workforce Development	1 Deputy Director	1 Deputy Director
1 Workforce Investment Board Aide	1 Secretary I	3 Workforce Development Supervisor II
1 Executive Secretary II	1 Administrative Supervisor II	3 Workforce Development Supervisor I
1 Office Assistant III	1 Administrative Supervisor I	35 Workforce Development Specialist
1 Extra Help (Policy Advisor)	7 Staff Analyst II	3 Workforce Development Technician
5 Total	9 Staff Analyst I	6 Office Assistant II
	7 Workforce Development Technician	51 Total
	1 Automated Systems Technician	
	1 Accountant II	
	1 Accounting Technician	
	1 Fiscal Specialist	
	2 Fiscal Assistant	
	1 Office Assistant III	
	34 Total	
<b>Business Services Unit</b>		
<u>Classification</u>		
1 Deputy Director		
2 Workforce Development Supervisor I		
1 Business Resource Specialist		
19 Workforce Development Specialist		
1 Workforce Development Technician		
24 Total		



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